

Exhibit 3: Assessment of Needed National Aptitudes (ANNA)

Aptitude	Description	Criteria
Budget Formulation and Passback	<ul style="list-style-type: none"> Budgeting for the Federal Government is an enormously complex process. The Division of Budget provides support to all U.S. Fish and Wildlife Service (Service) programs each step of the way in the budgetary process. Preparation of the President's budget typically begins in the spring each year, at least 9 months before the budget is submitted to Congress, about 17 months before the start of the fiscal year to which it pertains, and about 29 months before the close of that fiscal year. The Division of Budget directs and manages the budget formulation process by prescribing policies, procedures, and controls while ensuring compliance with the administration's objectives and conformance to statutory authority. The division also reviews proposed changes in appropriation structure and language, participates in and coordinates budgetary determinations, and reviews proposals for supplementary budget requests and reprogramming of funds. <p>Competencies: Political Savvy Vision Influencing/Negotiation</p>	<p>Criteria:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Has a working knowledge of how the Service develops and proposes a budget. <input type="checkbox"/> Participated in the preparation of the President's Green Book. <input type="checkbox"/> Had a budget-specific detail or special assignment in one of the following: <ul style="list-style-type: none"> ○ a program budget and planning office ○ the Office of Budget, Planning and Human Capital ○ the Department of the Interior ○ the Office of Management and Budget <input type="checkbox"/> Responsible for program-level budget administration. <input type="checkbox"/> Participated in the development of performance reports for expenditures. <input type="checkbox"/> Participated in budget allocation to the Regions. <input type="checkbox"/> Other: _____

Aptitude	Description	Criteria
Congressional Briefings	<ul style="list-style-type: none"> • Congressional briefings are meetings with Members of Congress or their staff to discuss Service programs, issues, or activities. These meetings may take place in Washington, D.C., congressional offices located in a state or district, or at other sites. • Service Manual chapter 101 FW 2 provides guidance for Service employees in preparing for meetings and briefings with congressional Members and staff. • Researching and preparing to deliver testimony before Congress is a process that takes quite a bit of time and groundwork. • There are many elements that can assist you in the process, including preparing a briefing book. This book commonly comprises research, documents, and other materials to assist you during the hearing. <p>Competencies: Political Savvy</p>	<p>Criteria:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Completed the Congressional Operations Seminar Training. <input type="checkbox"/> Participated in a congressional briefing. <input type="checkbox"/> Provided documents or other materials to assist during a hearing. <input type="checkbox"/> Wrote or assisted in writing testimony. <input type="checkbox"/> Participated in providing responses to Questions for the Record. <input type="checkbox"/> Completed a detail in the Division of Congressional and Legislative Affairs. <input type="checkbox"/> Other: _____

Aptitude	Description	Criteria
Directorate and Departmental Briefings	<ul style="list-style-type: none"> Briefings, whether in the form of briefing notes, longer briefing papers, or oral briefings, are used to keep decision makers informed about the issues they are responsible for. In Government, briefings are the principal means of communication between Government managers and their senior officials. <p>Competencies: Decisiveness Strategic Thinking</p>	<p>Criteria:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Prepared briefing papers for: <ul style="list-style-type: none"> ○ Assistant Director(s) ○ Director ○ Department ○ OMB <input type="checkbox"/> Participated in briefings with: <ul style="list-style-type: none"> ○ Assistant Director(s) ○ Director ○ Department ○ OMB <input type="checkbox"/> Other: _____

Aptitude	Description	Criteria
Regulation and Policy Development	<ul style="list-style-type: none"> Regulation and policy development is critical for communicating requirements for, and directing the implementation of, Service authorities and activities. The program that originates the regulation or policy is responsible for: <ul style="list-style-type: none"> Consulting with the Division of Policy, Performance, and Management Programs (PPM) before developing, revising, or amending a regulation or a policy chapter. Consulting with other divisions or offices affected by the regulation or policy. Writing, revising, or amending the regulation or policy. Seeking Directorate comments on new and revised policies that have Service-wide impacts. Ensuring that OMB has an opportunity to review significant regulations and policies and determining whether to seek comment from the public. Determining what impacted offices should surname a final policy. <p>Competencies: Influencing/Negotiations Strategic Thinking</p>	<p>Criteria:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Participated in the development of a proposed regulation or policy. <input type="checkbox"/> Familiar with the PPM processes. <input type="checkbox"/> Provided information for the Unified Agenda or 90-Day Report. <input type="checkbox"/> Familiar with the Service's surname process. <input type="checkbox"/> Experienced in public engagement activities associated with the Federal Rulemaking process. <input type="checkbox"/> Briefed OMB on a proposed regulation or policy. <input type="checkbox"/> Participated in an interagency review process for a proposed/final policy. <input type="checkbox"/> Other: _____

Aptitude	Description	Criteria
Federal Advisory Committee Act (FACA)	<ul style="list-style-type: none"> FACA was enacted in 1972 to control the growth and operation of the “numerous committees, boards, commissions, councils, and similar groups which have been established to advise officers and agencies in the executive branch of the Federal Government.” There are 108 FACA Councils at the Department of the Interior. There is a Designated Federal Officer (DFO) for each advisory committee. <p>Competencies:</p> <ul style="list-style-type: none"> Accountability Political Savvy 	<p>Criteria:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Briefed a FACA council. <input type="checkbox"/> Has a formal relationship with a FACA liaison. <input type="checkbox"/> Understanding of and participation in the Federal advisory committee process. <input type="checkbox"/> Worked with Solicitor about what constitutes a FACA or a FACA review. <input type="checkbox"/> Other: _____

Aptitude	Description	Criteria
National Partner-ships	<ul style="list-style-type: none"> Working with partners is critical to success at all levels of the organization. Partnering helps pool scarce resources; avoid duplication of effort; and promote coordinated, focused, and consistent communications and mutual efforts that support many missions. Examples of national partners: <ul style="list-style-type: none"> Association of Fish and Wildlife Agencies Tribes CARE-Cooperative Alliance for Refuge Enhancement (a national coalition of 22 wildlife, sporting, conservation, and scientific organizations) Other national-level non-government organizations or groups that support the Service and act as liaisons Interagency teams (e.g., Department of Defense, Department of Transportation) <p>Competencies: Accountability Political Savvy External Awareness</p>	<p>Criteria:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Understands the role of working with partners at a national level. <input type="checkbox"/> Participated in meetings with national partners. <input type="checkbox"/> Participated in collaborative planning or policy development with national partners. <input type="checkbox"/> Served as a Service point of contact for a national partner or a partner-based conservation effort. <input type="checkbox"/> Other: _____

Aptitude	Description	Criteria
Coaching or Mentoring at the Executive Level	<ul style="list-style-type: none"> • A key aspect of leadership within the Service is developing future leaders. • In doing so, Service leaders need to be able to clearly articulate and communicate a Service-wide, as well as programmatic, Regional, or office vision for conservation and the strategies and considerations (e.g., sociopolitical, economic, etc.) associated with making decisions and implementing actions at all levels of the organization. • Developing others via coaching and mentoring can be achieved in many ways outside of holding a supervisory position and goes beyond the basic requirements of formal employee supervision. <p>Competencies: Developing Others Influence and Negotiation Accountability</p>	<p>Criteria:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Served as lead or project manager for a Regional or national team. <input type="checkbox"/> Participated in a job shadow to assist in developing staff. <input type="checkbox"/> Helped coach/train a detailee, Pathways student, or summer intern. <input type="checkbox"/> Taught a course via NCTC. <input type="checkbox"/> Served as a mentor in a formal mentoring program. <input type="checkbox"/> Served in a supervisory capacity as part of a detail or a permanent position. <input type="checkbox"/> Other: _____